

1. **Public Delegations**
 (Public attendance registration not required – refer to [By-laws pgs 6-7](#))

2. **Approval of Agenda** S. Sheehy MOTION
Conflict of Interest Disclosure to Approve

3. **Correspondence** S. Sheehy MOTION to
 Accept
 - 3.1 D. Steele, February 21, 2021 Pg 1
[Re: Pickering Library I.T. Service](#)

4. **Consent Agenda** S. Sheehy MOTION
 to Approve
 - 4.1 [Minutes of the Previous Meeting –
February 25, 2021](#) Pg 2
 - 4.2 [Library Information Update](#) Pg 8

5. **Ends Discussion**
 None

6. **Staff Reports**
 - 6.1 Staff Engagement Project Verbal J. Flowers
 Update
 - 6.2 Anti-Black Racism Working Group – Verbal J. Flowers
 Terms of Reference Update

7. **Monitoring Reports – Executive Limitations**
 - 7.1 [EL #9 Compensation & Benefits](#) Pg 12 D. Barham MOTION
 to Adopt

8. **Board Committee Reports**
 - 8.1 Report of the Community Linkage Verbal M. Anderson
 Committee Update
 - 8.2 Report of the Board Building Verbal D. Sharma
 Committee Update

9. **Governance**
 - 9.1 Previous Board Meeting Evaluation Verbal M. Brenner
 Results Update

10. Board Policy Review

10.1 The following EL Policy will be discussed at the next Board meeting. All members to review prior to the next meeting.

[EL #1 General Executive Constraint](#)

S. Beckett

11. New Business

11.1 Member Community Reports

11.2 Review of 2021 Ad hoc Committees

Verbal
Update

J. Flowers

12. Confidential Matter

None

13. Board Meeting Evaluation

[\(Click to link to Board Meeting Evaluation Online Form\)](#)

S. Sheehy

14. Adjournment

S. Sheehy

MOTION
to Adjourn

Next Meeting:

To be Held: Thursday, April 22, 2021, 7:00 pm

Location: Virtual

Preliminary List of Motions

Item # Motion

2. THAT the items in the Agenda be approved by the Board as presented/amended.
3. THAT the correspondence items be accepted by the Board for information.
4. THAT the items in the Consent Agenda be approved by the Board as presented/amended.
- 6.1 THAT the Board adopt Monitoring Report EL #9 Compensation & Benefits as presented and; THAT the Board adopt Policy EL #9 Compensation & Benefits as presented/amended, the Policy being complete, sound and effective.
14. THAT the meeting be adjourned.

-----Original Message-----

From: davidsteele [REDACTED]
Sent: February 21, 2021 11:00 PM
To: Library Board <board@picnet.org>
Subject: Thank you for your service.

This email originated from outside of the organization. Be cautious of links or attachments from unknown senders or unexpected email.

To: Library Board of Directors.

From: Mr.D.Steele.

Date: 20/02/2020

Re: Pickering Library I.T Service.

Date: 2020/02/21

To Board of Directors, Pickering Public Library,

May i take a few minutes of your time to congratulate you on the library staff and the professionalism they provided to me. I was having issues with my apple I phone after upgrading my message apt on my phone. For some reason i lost all my list of all phone names and my Facebook to my friends both in England and Canada my home of residence. I tried Google to no avail then was advised to contact the library staff by my local councilor M.Brenner,

I was seen by a staff person at the library after trying to fix my phone with a very polite library staff person by phone. I am used to I.T. departments as often required service for my department at work. The issue was fixed after a few attempt and my original Facebook and phone numbers on the upgraded apt messenger was recovered.

Please pass around to the library staff my thanks. A portion of my property taxes you are welcome to.

Mr. David Steele

[REDACTED]

[REDACTED]

[REDACTED]

The City of Pickering Public Library Board

DRAFT Meeting Minutes

Held: February 25, 2021

Location: Virtual meeting
www.pickeringlibrary.ca/board

Attendees: M. Anderson, D. Barham, S. Beckett, Councillor M. Brenner, R. Coelho, Councillor I. Cumming, A. Maginley, D. Sharma, S. Sheehy (Chair)

Absent: M. Fatema

Staff: J. Flowers – CEO, E. Bird – Director of Support Services, K. Williams – Director of Public Services, S. Yung – Manager of Community Engagement and Marketing, Brenda Gregory – Administrative Assistant

Guests: R. Diaz, Member, Anti-Black Racism Working Group

Meeting Commencement Time: 7:03 pm

1. Public Delegations

None.

2. Approval of Agenda, Conflict of Interest Disclosure

The agenda was amended to move item 6.3 as first item of business under Staff Reports.

No interest was declared.

Motion #21.13

Moved by S. Beckett, Seconded by A. Maginley **Motion THAT** the Agenda be adopted as amended.

Carried.

3. Consent Agenda

Motion #21.14

Moved by M. Brenner, Seconded by D. Barham **Motion THAT** the items on the Consent Agenda be adopted.

Carried.

4. Ratification of In-Camera Motion

4.1 **Motion #21.15**

Moved by D. Sharma, Seconded by M. Anderson **Motion THAT** the Motion 21.11 from the February 16, 2021 Special Board Meeting be ratified.

Carried.

5. Ends Discussion

None.

6. Staff Reports

6.3 Anti-Black Racism Working Group

On behalf of the Board, J. Flowers welcomed Romina Diaz, representing the Anti-Black Racism Working Group (ABRWG), in attendance to provide an overview of the Group's draft Terms of Reference (TOR) document and to collect questions from Board Members to bring back to the ABRWG for discussion.

The draft TOR had been distributed to Board Members prior to this meeting. Ms. Diaz provided the Board with information about the complexities encountered as the Group drafted the TOR.

Ms. Diaz reported that the TOR was designed to outline important functions of the ABRWG and hold PPL accountable for addressing systemic roots of anti-Black racism.

In answer to a question regarding the mission of the Group and its consideration of expanding the Group definition from "Black" to "Black, Indigenous, and people of colour" ("BIPOC"), Ms. Diaz explained that the Group felt the need to expand the definition to make the group more inclusive of people who are affected by racism and oppression.

Some Board Members expressed concerns about dilution of the Group's focus if the definition was expanded. Ms. Diaz acknowledged that the Group did not discuss this concern specifically but confirmed that regardless of the definition expansion, their focus will remain on anti-Black racism and Black community members. Ms. Diaz will bring this concern back to the Group.

S. Sheehy recalled that the Group had expressed a concern on how, and when, the Group would interface with the Board. Ms. Diaz noted that the TOR indicates that the Group would report twice a year to the Board. S. Sheehy noted that if there was a need for additional meetings, the Group would be accommodated on the agenda, adding that if the Group needs additional help or assistance with work, to let the Board know and they would make themselves available.

In answer to a question regarding a paragraph about communication channels highlighted in red on the draft TOR, Ms. Diaz indicated that this highlight was intended for the Group as they were wanting to explore faster, better ways to communicating with the community.

D. Barham expressed a desire to attend one of the ABRWG meetings. It was noted that this could be possible, but the Group would have to be consulted. The staff liaison, S. Yung, would bring that question to the Group.

In closing, Ms. Diaz confirmed that she had enough information to bring back to the Group to continue their work to finalize the Group's TOR, which, when completed, will be presented at an upcoming Board meeting.

Ms. Diaz was thanked for her time and departed the meeting at 7:32 pm.

6.1 Pickering Heritage & Community Centre – Extended Library Service Proposal

E. Bird began the update by providing Members with a brief history of the PHCC plans, and the context for the extended library services being considered.

J. Flowers, with the aid of a PowerPoint, walked through the three proposed corridor areas: kids, collaborative, and quiet work. She highlighted some of the proposed ideas to make the space dynamic, attractive, and easy to operate.

J. Flowers stated that an overall increase to the budget to extend library services at PHCC would be approximately \$150,000, comprised of increased FF&E costs and a new collections line item, although noted that there could be possible savings on the construction line due to possibility of less millwork.

J. Flowers closed by indicating that this project falls into the scope of the community engagement planned for 2021 and that input from the community will be gathered to ensure the proposal addresses the needs of local residents.

In answer to a question regarding ongoing costs, J. Flowers indicated that lifecycle replacement costs are handled by the City as they monitor all facilities and put any related costs in the annual capital budget. She acknowledged that there could be additional costs for annual replacement and refreshments of collections.

In answer to a question about timelines, E. Bird stated that the current timeline is to have the tender out by June of this year with construction to begin in fall 2021. Expected completion would be by end of 2023, with opening early 2024.

Motion #21.16

Moved by M. Brenner, Seconded by D. Sharma **Motion THAT** the Board accept the recommendations of the Pickering Heritage & Community Centre – Extended Library Service Proposal Report and direct the CEO to take the necessary steps to pursue this proposal.

Carried.

6.2 Review of Update Capital and Current Budgets

J. Flowers provided one final review of the 2021 capital and current budget before they are considered by Council. There have been no changes to the capital budget since last month's presentation. In the current budget, there are some additional savings in areas such as utilities. The overall budget increase is 1.06% over 2020.

No questions or comments from the Board.

6.4 2021 Projects

J. Flowers noted that a staff workflow for 2021 projects was included in the Board package. About one half of the projects are connected to client-facing programs, services and spaces, with the remainder focused on organizational excellence.

No questions or comments from the Board.

7. Monitoring Reports – Executive Limitations

7.1 EL Assignment #3 Staff Treatment

M. Anderson confirmed that there are comprehensive policies and procedures in place and that EL #3 Staff Treatment is in compliance.

Motion #21.17

Moved by R, Coelho, Seconded by A. Maginley **Motion THAT** the Board adopt Monitoring Report Executive Limitation EL Assignment #3 Staff Treatment as presented; and **THAT** the Board adopt Policy Executive Limitation EL Assignment #3 Staff Treatment as presented, the Policy being complete, sound and effective.

Carried.

8. Board Committee Reports

8.1 Report of the Community Linkage Committee

M. Anderson reported on the feedback the Linkage Committee received from three local seniors' groups about Library services and programs during the pandemic.

8.2 Report of the Board Building Committee

D. Sharma indicated that minutes from the February 4, 2021 Board Building Committee meeting were included in the Board package. He added that as construction begins on projects, there are plans to hold more meetings and the Committee will update the Board accordingly.

9. Governance

9.1 Previous Board Meeting Evaluation Results

M. Brenner reported that the evaluation results of the previous board meeting all indicated 'satisfactory' and no negative comments received.

10. Board Policy Review

10.1 EL policy EL #9 Compensation & Benefits will be discussed at the next Board meeting. All members to review prior to the next meeting. Discussion will be led by Dianne Barham.

11. New Business

11.1 Member Community Reports

R. Coelho, and A. Maginley reported that they each attended a few segments of the OLBA Boot Camp which was part of the Ontario Library Association Conference. A. Maginley will report further next meeting as will M. Fatema.

11.2 Board Retreat

J. Flowers shared the results of post Board Retreat survey.

There was an 80% participation in the survey. Results showed that top areas of focus were high performance boards, unconscious bias, and equity and equality. Next steps will involve research by staff to determine how best to work through areas of focus identified.

Survey results also showed that the top three workplan priorities (out of 8) were ends, advocacy work, and MOUs. It was suggested that an efficient way to tackle the workplan priorities would be to form ad hoc committees. To that end, an invitation to join one of the ad hoc committees based on individual Member's interests will be sent out. Once committees are formed, they would report back to the Board with expected timelines and outcomes. Focus at this time will be on the top three identified priorities; remaining five at a later time.

J. Flowers also shared written comments received on the retreat itself. Participants rated the first half 8.5 out of 10; the second half 6.5 out of 10. She acknowledged that the latter part of retreat did not achieve the desired outcomes perhaps because of challenges with facilitating virtual discussions. She provided the Board a commitment that staff will improve on this next time a facilitated discussion is held.

Board members were pleased to see that there was agreement across the Board as to the direction to take. No further comments or questions from the Board.

11.3 OLS Board of Trustees Representative

E. Bird reported that the Southern Ontario Library Service ("SOLS") and the Ontario Library Service-North ("OLS-N") have amalgamated. There will be a new interim Board made up of representatives from SOLS and OLS-N, and Library Boards are invited to appoint an official representative to a Board Assembly.

S. Sheehy expressed her interest in being appointed, indicating that it would be helpful in increasing PPL's, and her, exposure and connection with other libraries and Boards. Board members commended S. Sheehy for coming forward. No other members expressed an interest.

Motion #21.18

Moved by M. Anderson, Seconded by R. Coelho **Motion THAT** the Board appoint S. Sheehy to represent the Pickering Public Library Board at the appropriate Ontario Library Service Board Assembly.

Carried.

11.4 Presentation to the City of Pickering Council

S. Sheehy reported that she and J. Flowers delegated at the February 22, 2021 City of Pickering Council meeting with an annual update of the PPL. The presentation went well with thoughtful questions asked by Council. She looks forward to presenting again next year.

12. Confidential Matter

None.

13. Board Meeting Self Evaluation

The Board Chair requested that the Board Members complete the Board Meeting Self Evaluation for this meeting.

14. Date of Next Meeting and Adjournment

The City of Pickering Public Library Board Meeting Minutes

The next Board meeting will be held on Thursday, March 25, 2021 at 7:00 pm as a virtual meeting.

Motion #21.19

Moved by M. Anderson, Seconded by I. Cumming **Motion THAT** the meeting be adjourned.

Carried.

The meeting was adjourned at 8:26 pm.

Signature of Library CEO: _____ Date: _____

Signature of Library Board Chair: _____ Date: _____

Alternate formats available upon request.

Contact Kathy Williams at kathywilliams@pickeringlibrary.ca or 905-831-6265, ext. 6251.

Board End: Lifelong Learning

Ajax & Pickering Libraries Science Fair 2021



On Saturday, March 6, 2021 Pickering and Ajax Libraries hosted their annual collaborative Science Fair. The event was a tremendous success with over 200 viewers and 23 participants tuning in through Zoom and Facebook Live. Pickering participants took home 7 medals in total, including 1 Primary and 3 Senior placements. Katelyn R., of Pickering, placed first in the primary division for her experiment “*In Bottle Flip Does the Amount of Water Matter?*”

Chess Sets Now Available

With the popularity of the TV series “The Queen’s Gambit” and the increasing demand for stay-at-home entertainment, chess has never been more fashionable. The Library now has ten chess sets available for loan. Each set comes with a roll-up chess board and 32 chess pieces in a portable case. Chess Sets can be found in the [catalogue](#); they circulate for 3 weeks, are holdable, and renewable. We are cross-promoting this with our newest digital product: [Brainfuse Help Now](#) which has live chess tutoring and helpful chess resources.



Board End: Culture of Reading

New Collection – Popular Picks



The Collections Team is excited to introduce the new ‘Popular Picks’ collection, available at both the Central and George Ashe Libraries. Each month, the collection will add eight new Adult Fiction & Non-Fiction trade paperback titles which are currently popular and/or newsworthy. We will receive multiple copies of each title and create a display that reminds clients of their favourite bookstore. A browsing-only collection, the goal is to pique client interest in-library and engage clients with titles that they might not even have known they wanted to read. It’s the grocery store impulse aisle, but with books! With copies already flying off our shelves, we are confident that this new collection is helping to encourage and deepen the culture of reading within our community.

Board End: Welcoming Public Facilities / Virtual Spaces

New Client Feedback & Suggestion Form

In February, the Library’s Contact Us webpage was reorganized, and we launched a new online Client Feedback & Suggestion form. This form was created using Formstack, an online form builder with advanced features that makes it simple to gather customer data and automate tasks. We have included a Net Promoter Score (NPS) survey in the form, a proven metric that measures client experience and predicts business growth. The new form can be found [here](#).

Extended Library Hours

Starting Monday March 15th, the Library added service hours at both the Central and George Ashe libraries so that the open hours at these locations match. This is our way of ensuring positive customer experience and another step toward normalizing service hours as we slowly ease into post pandemic times. Both locations are now open Monday to Friday, 11am – 7pm, and Saturday, 9:30am – 4:30pm.

Board End: Community Engagement

Beyond 2020: Roadmap to Reshaping and Inventing Our New Reality

On February 28th, Pickering Public Library joined Ajax, Whitby, and Clarington Public Libraries as well as the Congress of Black Women of Canada (Ajax/Pickering and Whitby/Oshawa chapters) for our first hosted Youth Panel Discussion. This event was incredibly successful and a great learning opportunity. Community leaders and politicians were invited - Whitby Mayor Don Mitchell, Ajax Councillor Marilyn Crawford, MP Mark Holland, Whitby Councillor Elizabeth Roy, and Regional Chair John Henry attended.

Hosted by the
Congress of Black Women of Canada
Ajax/Pickering and Oshawa/Whitby Chapters

BLACK HISTORY MONTH 2021

Beyond 2020: Roadmap to Reshaping and Inventing Our New Reality
Youth Panel Discussion
Sunday, February 28, 2021
1:30 - 4:00 pm

Youth Panelists

- Adam Elmi**
Anchor-in-Training, Generation Chosen
- Akuah Frempong**
Global Health Professional, BScN, MMASc
- Cassandra John-Whittingham**
Grade 12 Graduating Student
- Darren Aning**
Anchor Assistant, Generation Chosen
- Kadine Kelly**
Job Placement Specialist
- Shemar Barnett**
Community Leader and Student, Generation Chosen

Register Online: whitbylibrary.ca



Strategic Goals (2019 – 2023)

Take and Make: DIY Colourful Garden Lanterns

The library hosted an online, Take and Make program for clients to create colourful garden lanterns. Each participant received a kit with two mason jars, tissue paper, glue, a foam brush, and tealights. There were 15 participants. Although this program was planned for adults, it became a fun multigenerational event. Several clients had their young children or grandchildren join them to work on the project together. One family that logged in to Zoom had two children, a parent, and a grandparent creating the lanterns together. Participants shared that they had fun designing and decorating their lanterns. Below are two photos from client participants.



Supporting Organizational Excellence

Anti-Black Racism Course Update

Senior leadership had the opportunity to participate in a 3-week series by Library Journal entitled “Equity in Action: Fostering an Antiracist Library Culture.” Inspiring authors, educators, and librarians shared knowledge, experiences and the work that they have engaged in to combat racism in their libraries and local communities. From a very practical perspective, we learned about a predominately white publishing industry, the need for “own voices,” and how to complete collections audits to assess how well the community is represented in our collections.

Senior Book Express Grant

The Library has received a New Horizons for Seniors grant for \$22,550 to support the development of a homebound readers program branded “Seniors Book Express”. With a growing senior population and an interest in aging in place, the time is right to launch this service. Volunteers will deliver reading materials to local residents who live independently but experience barriers visiting the Library. By partnering clients with volunteers and encouraging phone conversations, this program has the added benefits of addressing social isolation. This program is currently being designed and will launch as a pilot in the summer of 2021.



INTERNAL MONITORING REPORT

POLICY TYPE: Executive Limitations (EL 9)

POLICY TITLE: Compensation and Benefits

I hereby present my monitoring report on your Executive Limitations policy "Compensation and Benefits" according to the schedule set out. I certify that the information contained in this report is true and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Signed (CEO)

March 18, 2021

Date

Policy Element: Header Paragraph

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.

I interpret this as follows:

1. "employment": any service performed for or on behalf of the PPL.
2. "compensation and benefits": all forms of remuneration and monetary reward, both direct (wages) and indirect: paid vacations and other leave allowances; services such as Employee Assistance Program; and incentive programs such as service awards.
3. "employees": anyone who is employed by the Pickering Public Library on a full or part time basis.
4. "consultants": businesses hired to perform services for which the Library does not retain its own staff.
5. "contract workers": those individuals hired on a temporary basis, based on the Collective Agreement (CA) Articles 2.04 & 2.07
6. "volunteers": those who perform a service for the Library without pay
7. "jeopardy": danger or risk
8. "fiscal integrity": anything which conforms with standard accounting principles, the Purchasing Policy, or any other professional or municipal practice
9. "public image": the manner in which the Library is viewed by the community at large.

Compliance will be demonstrated when:

With regard to employment, there are no issues of financial mismanagement or lack of foresight; and the community views the Library as an organization with integrity.

Evidence Available:

- Direct inspection of the 2019 audited financial statements shows that there are no issues of financial mismanagement.
- Direct inspection of Council minutes, media comment and client feedback show that there is no negative publicity about the Library’s employment practices. It is important to note, however, that in the responses from the 2020 Anti-Black Racism Community Survey highlighted that the Library needs to review its recruitment practices and identify how it can ensure that the Library’s workforce represents the community it serves.

Policy Element #1

Accordingly, the CEO shall not:

- Change the CEO’s own compensation and benefits.

I interpret this as follows:

“compensation and benefits”: all forms of remuneration and monetary reward, both direct (wages) and indirect: paid vacations and other leave allowances; services such as Employee and Family Assistance Program; and incentive programs such as service awards.

Compliance will be demonstrated when:

The CEO compensation level and benefits remain as described in the relevant policies and documents on salaries, benefits and related programs.

Evidence Available:

- Direct inspection of the management pay scale, along with compensation and benefits documentation available in the HR files. These documents indicate that the CEO’s compensation remains in the assigned management pay band for the role and that the CEO has received the same increases as that of the management team.

Policy Element #2

Establish current compensation and benefits that deviate materially from the local, regional or professional market for the skills employed.

I interpret this as follows:

1. “deviate materially”: differs in a substantial manner, either by over- or under-rewarding employees.
2. “local”: City of Pickering.
3. “regional”: Durham region area.
4. “professional market”: employment norms for professions represented in the Library.

Compliance will be demonstrated when:

Comparisons with municipal, regional and professional markets indicate no significant unjustifiable deviation, and the Library is able to attract and retain qualified candidates for positions.

Evidence Available:

- Direct inspection of recent hiring documentation shows that no employees have been hired by the Library since this report was last written.

Policy Element #3

Create compensation obligations over a longer term than revenues can safely be projected:

I interpret this as follows:

“longer term”: various planning horizons as defined by the City.

Compliance will be demonstrated when:

Library’s salaries budget is accommodated within existing revenue.

Evidence Available:

- The current budget does not indicate any significant increase in the salary line which cannot be met within budgeted and expected future revenues; and the Collective Agreement includes a layoff provision (Article 17) should there be an unexpected decline in that revenue.

Policy Element #4

Establish or change benefits so as to cause unpredictable or inequitable situations which:

- a) Incur unfunded liabilities

I interpret this as follows:

“unfunded liabilities”: those items for which the Library may be financially liable at some point in the future, without sufficient allocation of funds.

Compliance will be demonstrated when:

The only unfunded liabilities are those defined by the auditor such as future retirement allowances/benefits. Staff vacation is predictable and generally taken during the year that vacation has been earned. Vacation is carried over into the following year only in exceptional circumstances.

Evidence Available:

- Direct inspection of the 2019 Audited Financial Statements, in which all unfunded liabilities are accounted for. To date, these are all attributable to existing benefits, namely the potential for staff who retire early with full OMERS pensions to continue to receive benefits to age 65.
- Article 20.02 (d) of the Collective Agreement prohibits carry forward of vacation credits except with my permission. Such permission is given only in exceptional circumstances beyond the employee’s control. For the end of 2020, the CEO

has approved 70 hours of forwarded vacation which arose primarily from pandemic-related circumstances that restricted staff's ability to take their full vacation allotment.

b) Provide less than some basic level of benefits to all employees

I interpret this as follows:

“basic level of benefits”: all staff are covered by the requirements of the *Employment Standards Act* (ESA) as a minimum; and that the benefit packages provided by the Library apply to all permanent union and non-union staff.

Compliance will be demonstrated when:

All permanent staff are eligible for benefits and all employees are given the benefits outlined in the *Employment Standards Act*.

Evidence Available:

- All permanent full-time staff are given a group benefits package paid 100% by the employer. All permanent part-time staff are offered a group benefits package with a 50% co-payment of dental and health benefit premiums. All staff of the library (including taskforce and casual employees) and their families are able to access personal counselling and support services through our Employee and Family Assistance Program.
- Direct inspection of benefit plans provided to staff available upon request.
- There are no documented significant complaints about the failure to offer the benefit plans described above, nor are there any non-compliance with ESA provisions.

c) Treat the CEO differently from other key employees.

I interpret this as follows:

1. “treat differently”: receive a different compensation package from any others.
2. “key employees”: management group peers.

Compliance will be demonstrated when:

The CEO is offered a compensation package which aligns with the pay grid assigned to management staff.

Evidence Available:

- The CEO position is clearly defined in the management pay scale.
- The CEO is part of the management group of employees for group benefits purposes, and during active employment, has no additional benefits which are not also available to Pickering library peers in this group.
- As of 2018, and as approved by the Board, the CEO role does receive a post-employment benefits enhancement that differs from other library management staff but matches the CEO's peers at the City. It is the same post-employment benefits enhancement that is received by senior management counterparts at the City.